

Meeting: IESBA
Meeting Location: New York
Meeting Date: December 8-12, 2025

Agenda Item

6

IESBA SMART Strategy

Objectives of the Agenda Item

1. To consider:
 - (a) The draft IESBA SMART Framework, which sets the vision for SMART and articulates how the five SMART pillars translate into principles and practical actions for the IESBA's ongoing development; and
 - (b) The accompanying board agenda materials which synthesize key characteristics of the SMART Framework and its focus on improving the IESBA's work, communication and meaningful engagement with stakeholders.

Background

2. The SMART initiative (Simplification, Mobilization, Adoption, Responsiveness, and Targeted Action) was launched in June 2025 as part of the IESBA's continuous improvement efforts to enhance the clarity, efficiency, and global relevance of its standard-setting and stakeholder engagement processes.
3. The initiative aims to strengthen the IESBA's internal and external effectiveness by translating strategic intent into a system of guiding principles and operational enablers. Together, these components form the IESBA SMART Framework, which provides a coherent approach to how the Board and staff work, communicate, and engage under a unified set of values anchored in the [Public Interest Oversight Board \(PIOB\) Public Interest Framework \(PIF\)](#).
4. **Agenda item 6-A** presented for this session focuses on the Framework itself which is the Vision, the Guidelines for each pillar, and the 15 Fast-Track SMART checks that summarize the core expectations applicable to all projects.

Activities since June 2025

5. At its June 2025 meeting, the IESBA received a presentation from the IESBA Director, Strategic Communications on the proposed SMART framework.
6. At its September 2025 meeting at the SMART workshop, the IESBA:
 - (a) Considered the initial themes and insights at the SMART workshop, including reflections on how the five pillars could be interpreted in the context of the IESBA's mandate; and
 - (b) Provided directional feedback on the articulation of each pillar to ensure that the evolving framework captures both the strategic intent and practical realities of the IESBA's standard-setting and stakeholder engagement processes.
7. Following the September meeting, staff synthesized the workshop outputs and Board feedback reflections into the Board's agenda materials.

Application of the Framework

8. The Framework is intended to guide the IESBA's operational planning for upcoming work, including workstreams recently initiated such as the Role of CFOs, Post-Implementation Reviews, and Part 4B – Sustainability.
9. To support consistent application, staff leading the SMART initiative will engage with project teams during 2026 and review how the Framework supports planning, coordination, and communication.
10. A summary of observations, challenges, and lessons from early implementation efforts will be reported back to the Board in March 2027 to inform refinements and adjustments.

Action Requested

11. IESBA members are asked to consider and provide feedback on the proposals presented.

Materials Presented

Agenda Item 6-A SMART Framework Guide (DRAFT)